

CPBAC – College Planning, Budgeting, and Analysis Committee

08-28-20 | 8:30-9:30 am | via webex

Members in attendance:

Andrea Fossen	Staff Senate
Dave Bonilla	Chief Technology Officer
Mary Kay Bonilla	Chief Student Affairs and Human Resources Officer
Leanne Frost	Executive Director of Instruction
Leah Habel	Director of Financial Aid
Shannon Marr	Director of Recruitment and Enrollment
Marla McFerrin	Faculty-at-Large
Ben McKinley	Classified Staff-at-Large
Kathy Meier	Director of Disability Services
Charla Merja	Director of Academic Success
Russell Motschenbacher	Director of Health Sciences
Eleazar Ortega	Institutional Researcher
Heather Palermo	Director of Lifelong Learning
Jana Parsons	Faculty Senate Chair
Carmen Roberts	Executive Director of Operations
Joel Sims	Director of Trades
Gary Smart	Director of Facilities Services
Troy Stoddard	Director of Advising and Career Center
Scott Thompson	Director of Communications and Marketing
Karen Vosen	Classified Staff-at-Large
Dena Wagner-Fossen	Registrar
Susan Wolff	CEO/Dean
Mandy Wright	Interim Director of Library Services, Assessment, and Teaching & Learning Center

Members not in attendance:

Lorene Jaynes Chief of Staff

I. Introduction – Carmen Roberts

II. Marketing and Communications Report – Scott Thompson

Scott reported that several nursing students enrolled from eastern Montana and areas where we were aggressive on Facebook posts. Several part-time nursing track students enrolled. In addition, two RN students enrolled after watching Lauren’s video posted during quarantine.

At Shannon’s suggestion, True Brew now has 24,000 coffee sleeves printed with the college information.

Scott is working with the videographer to obtain program videos with ads. Those ads will be used as templates for Laramie and Scott to start building ads for all programs.

KBFF prime-time ads ran through the summer. KRTV ads are scheduled to run through November. Dr. Wolff noted that Great Falls College’s ads pop up when she is scrolling through news apps on her phone. Scott requested everyone contact him with any potential story ideas

III. Budget – Carmen Roberts (SEE ATTACHED)

New fiscal year started July 1 but budgets do not get approved by the BOR until the September meeting. Overall Carmen feels pretty good about where we are. We ended last year with a bit of a surplus which we were able to roll over to this fiscal year. This allowed more accurate enrollment projections.

The last time we met we were planning on an enrollment reduction of 3%. We were able to roll over surplus funds from last year to fiscal year, so we could adjust our enrollment projections to a 10% decline instead of a 3% decline. \$200,000 was rolled over. We are at 12% compared to this time last year. This does not include our concurrent dual enrollment.

Revenue

State support is slightly above last year. We obtained additional funds from the legislature to offset some of the pay plan increase. We anticipate tuition revenue at about \$300,000 less than last year. Transfers/Other-some is rollover from last year. We anticipate having to pull from retirement reserve due to upcoming retirements.

Several concerning items:

Key Metrics:

State % Share: the percentage of our revenue that comes from the state. For this year 74% of our budget comes from state allocation which makes GFC the highest in the state.

State Support per Res FTE: \$10,834. GFC is second-highest in the MUS system. MUS-wide is \$9800 per in-state FTE. This is a reflection of our decline in enrollment.

Dr. Wolff reported that per a recent webinar from a national data collection organization, during the last recession, there was an 18-month lag before a possible enrollment increase showed up. Remember that although the numbers aren't where we want them to be, everyone is doing a good job.

Expenditures

Enrollments are down but we have made adjustments in our budget. System-wide between FY17 and FY21, enrollment was down 15.7%.

Between FY17 – FY21 we have seen a \$1,416,825 decrease in expenditures which is a 12% decline in our current unrestricted spending. Between dual credit and second 8-week block, this may change to 10% decline. In the same time period enrollment has declined 37%.

Key Metrics:

We are spending well over 50% of our funds on instruction expenses (50% is the benchmark from the BOR). Instruction, Academic Support and Student Support – 76% of our budget goes to that

Personal Services

86% of our budget pays for people. System wide, the Personal Services % share HECA Benchmark is 75%.

Appropriate adjustments have been made in staffing in light of declining enrollments. Student to Faculty Ratio also reflects declining enrollment.

All Funds Budgets

Overall budget for this year is \$17.5 M.

Current Restricted increase: The bulk of current restricted is PELL and federal loan distributions. This 11% increase comes from the receipt of and the spending of CARES dollars over the next year (federal and state funds).

Increases in Current Designated and Plant Funds reflect equipment & tech fees for dental expansion. We have applied for an Economic Development Administration (EDA) grant which would cover \$700,000 in equipment costs for dental expansion. This would offset some of this planned spending.

IV. Dental Clinic – Carmen Roberts

The construction contract was awarded to Guy Tabacco Construction. The groundbreaking ceremony is September 11 from 9:45 – 10:15. This will be broadcast as a Facebook Live event. Completion deadline is July 2021. Communication will be key to minimize noise distractions in the classrooms. We are on track to have an entrance added to south parking lot which should be in place by the middle of October 2020.

Dr. Wolff noted that IT and Facilities have set up a construction webcam.

Dr. Wolff acknowledged the significance of the September 11 date. That day was chosen to include as many dental faculty and students as possible in the groundbreaking ceremony. We are honoring those we lost that day as well as first responders because we are building the future and moving our country forward.

V. Strategic Goal #1 – Susan Wolff and CAAAC

Promote student success, leading to increased retention and completion.

Strategic Plan can be found: <http://gfcmsu.edu/about/Planning/index.html>

Dr. Wolff thanked everyone involved in developing the Strategic Plan. The Year 7 accreditation report (Evaluation of Institutional Effectiveness) is due March 2022 and the site visit will be later that year. This will assess how we are doing in meeting our mission.

Mission: Great Falls College MSU provides high quality educational experiences supporting student success and meeting the needs of our community.

Three strategic goals support our mission. For the next three years we will focus on one strategic goal each year. This year we will focus on Strategic Goal 1, which will lead us next year to narrow our focus to Strategic Goal 2, and the next year to Strategic Goal 3. At each CPBAC meeting, CAAAC can take us through the metrics of each goal.

Mandy Wright discussed **Strategic Goal 1.a. Integrate high quality, high impact practices.** We would like to continue working on this part of the NASH grant. **Metrics: Within 5 years, 70% of graduates have experienced two high quality, high impact practices.** The recommendation is that during a program, students would have experienced two HIPs.

1st annual goal: By May 2021, at least 80% of programs will have identified at least one high-impact practice and developed plans for implementation and tracking. From faculty reflections, Mandy has begun creating a map showing where HIPs are occurring and how they are being integrated. Mandy will ask all Program Directors and Department Chairs to articulate where HIPs are occurring or where they want them to occur, with a draft map expected by this fall.

Jeri Pullum discussed **Strategic Goal 1.b. Support students in articulating and attaining their educational goals.** We are well on our way with this goal and want to make sure we don't lose our focus. Every year we will take a random sample, hoping to increase the number of students having a Purpose, Plan and Path.

Strategic Goal 1.c. Provide faculty and staff development to assist in developing, implementing, and assessing high quality, high impact practices. The intent is to regularly supply professional development to help faculty

and staff understand high-impact practices (HIPs).

Dena Wagner-Fossen discussed **Strategic Goal 1.d. Identify and implement opportunities for collaboration between curricular and co-curricular units to support student success.** We are well on our way with this. We want to document this and show the good we do on campus. Tracking sheets which monitor goals and deadlines are kept for Joint Directors as well as for two task forces within Joint Directors: 1) Enrollment and Engagement and 2) Retention & Completion.

Eleazar Ortega discussed **Strategic Goal 1.e. Strengthen the student learning assessment process.** To measure this goal, a baseline will be set in 2022. In 2023, we will look at a random sample of students to see if they show improvement of at least 25% compared to the baseline.

Per Jeri, CAAAC will report each month at CPBAC on one of the sub goals within Strategic Goal 1. At some point there will be a summative report to assess how we're doing, which may include external benchmarking such as financial documentation or the correctness of our financial aid reporting, etc.

Leah thanked CAAAC for the clarity of the Strategic Plan.

Carmen: we will meet via Webex the last Friday of every month (excluding December). Carmen asked members to pass this information on and encouraged everyone to feel free to share items from their areas with the group.

BUDGET

REVENUE

REVENUE	FY17	FY18	FY19	FY20	FY21	Difference	
					Budgeted	1yr	5yr
State Support (base)*	\$7,710,069	\$7,383,000	\$7,413,285	\$7,558,427	\$7,713,743	2%	0%
State Support (OTO)				\$107,425	\$0	-100%	
Net Tuition Revenue	\$3,465,759	\$3,394,795	\$2,939,475	\$2,636,981	\$2,316,637	-12%	-33%
Transfers/Other	\$636,178	\$224,302	\$244,021	\$127,652	\$364,803	186%	-43%
Total Operating Revenue	\$11,812,006	\$11,002,097	\$10,596,781	\$10,430,485	\$10,395,183	0%	-12%
Student FTE	1,181	1,128	1,029	859	739	-14%	-37%
Resident Students	1,123	1,085	996	831	712	-14%	-37%
Non-resident Students	58	43	33	28	27	-4%	-53%
Key Metrics							
State % Share	65.3%	67.1%	70.0%	72.5%	74.2%	2%	9%
State Support per Res FTE	\$6,866	\$6,802	\$7,443	\$9,096	\$10,834	19%	58%

EXPENDITURES

EXPENDITURES	FY17	FY18	FY19	FY20	FY21	Difference	
					Budgeted	1yr	5yr
Instruction	\$6,261,405	\$5,741,036	\$5,551,785	\$5,337,640	\$5,568,443	4%	-11%
Academic Support	\$1,398,759	\$1,315,575	\$1,301,624	\$1,147,075	\$1,091,595	-5%	-22%
Student Services	\$1,204,416	\$1,278,924	\$1,276,245	\$1,288,502	\$1,283,036	0%	7%
Institutional Support	\$1,647,222	\$1,484,657	\$1,373,749	\$1,299,176	\$1,307,676	1%	-21%
Operation & Maintenance	\$1,214,898	\$1,096,448	\$993,426	\$1,012,338	\$1,021,216	1%	-16%
Research	\$0	\$0	-\$1	\$0	\$0	-	-
Public Service	\$85,308	\$85,463	\$85,381	\$112,942	\$123,217	9%	44%
Scholarships	\$0	\$0	\$14,573	\$3,600	\$0	-	-
Total CU Exp (net of waivers) →	\$11,812,008	\$11,002,103	\$10,596,782	\$10,201,273	\$10,395,183	2%	-12%
Student FTE	1,181	1,128	1,029	859	739	-14%	-37%
Key Metrics							
% Instruction Exp	53%	52%	52%	52%	54%	1%	1%
% Instruct/Acad/Stud Ser	75%	76%	77%	76%	76%	0%	1%
Expenditures per Student	\$10,002	\$9,750	\$10,298	\$11,876	\$14,067	18%	41%

(based on Total CU Exp - net of waivers and special approps)

PERSONAL SERVICES

STAFFING	FY17	FY18	FY19	FY20	FY21	Difference	
					Budgeted	1yr	5yr
Contract Faculty (all)	89	86	82	74	70	-6%	-22%
Contract Administrators	5	5	4	4	3	-25%	-40%
Contract Professionals	24	26	26	23	22	-2%	-6%
Classified FTE	40	37	37	41	40	-1%	2%
Total Faculty/Staff	157	154	149	142	135	-5%	-14%
EXPENDITURES							
Personnel Services	9,683,589	9,339,886	9,267,757	8,827,532	8,972,050	2%	-7%
Total Expenditures <small>(net of waivers)</small>	11,812,008	11,002,103	10,596,782	10,201,273	10,395,183	2%	-12%
Student FTE	1,181	1,128	1,029	859	739	-14%	-37%
Key Metrics							
Student to Faculty Ratio	13.3	13.2	12.5	11.6	10.6	-9%	-20%
%Personnel Services of Total	82%	85%	87%	87%	86%	0%	4%

ALL FUNDS BUDGETS

Campus/Agency	Actual FY 2020	Budgeted FY 2021	Dollar Change Actual 2020 to Budgeted 2021	Percent Change Actual 2020 to Budgeted 2021
Current Operating Unrestricted	\$ 10,201,273	\$ 10,395,183	\$ 193,910	1.9%
Current Restricted	3,095,894	3,436,273	\$ 340,379	11.0%
Current Designated	1,313,616	1,643,118	\$ 329,502	25.1%
Auxiliary Enterprises	872,557	878,500	\$ 5,943	0.7%
Loan & Endowment Funds	-	-	\$ -	0.0%
Plant Funds	269,029	1,140,591	\$ 871,562	324.0%
TOTAL ALL FUNDS	<u>\$ 15,752,369</u>	<u>\$ 17,493,665</u>	<u>\$ 1,741,296</u>	11.1%

DENTAL ADDITION

